

THIS is

# GOLD

FACT SHEET JULY 2018

TRAINING

AND DEVELOPMENT



Training and development is critical for the sustainability of mining. South African mining companies invest in employee training and development in many forms, including learnerships, bursaries, portable skills, internships and adult education.

The industry also supports training and skills development in the communities in which it operates, helping to make socio-economic growth beyond the life of mines possible.

## INVESTING IN THE SKILLS BASE

The South African mining industry recognises the need to invest in its skills base through training and development. There are many reasons why this is vital. The provision of top-class training and development enhances employee safety and productivity. Only a skilled and motivated workforce can deliver a business strategy and quality service. By offering meaningful and stimulating work and opportunities for personal development, the industry is able to attract and retain the best talent. Human resource development is also an important means of social transformation in the workplace. In short, the development of employee skills is integral to a sustainable business.

## EMPLOYEES

The industry aims to develop potential and current employees, with a particular focus on women and historically disadvantaged South Africans (HDSAs). Training programmes include health and safety training, learnerships\*, leadership and supervisory development programmes, portable skills training\*\*, career progression plans for HDSAs, bursaries and study assistance and adult education and training (AET). In addition to employee training, approaches include career development, performance management, coaching, mentoring, succession planning and fast tracking of employees with high potential.

Workplace skills plans and annual training reports are submitted to the Mining Qualifications Authority (MQA). These documents provide the foundation for the upskilling of human capital.

\* *Learnerships are programmes offered as a combination of study and practical, on-the-job training. They play an important role in advancing employees' careers as they lead to qualifications recognised by the Sector Education Training Authorities (SETAs) and they are registered with the Department of Labour.*

\*\* *Portable skills training is training that equips employees with skills that will stand them in good stead for life after mining. Examples of portable skills are those in the mechanical, electrical and construction trades.*

## COMMUNITY

Training opportunities are also provided for community learners, thereby enhancing skills levels within local communities. These opportunities include learnerships, bursaries to study at various tertiary institutions and skills programmes recognised by the MQA.



## MINING CHARTER BACKGROUND

The Mining Charter provides a framework for transformation of the mining and minerals industry and sets targets for achievement over a period of five years (the last period ended in 31 December 2014). The Charter was initially developed as a regulation to the Mineral and Petroleum Resources Development Act in negotiations between government, organised labour and the industry in 2002 and implemented in 2004.

The Charter requires that all mining companies and their operations submit Social and Labour Plans (SLPs) which detail how they plan to achieve compliance with the Charter. This is a prerequisite for the granting of mining rights. Mines are granted new order mining rights at their operations on the basis of their compliance with the Mining Charter and the SLPs supplied. Progress reports against these commitments are made to the Department of Mineral Resources (DMR) on an annual basis.

## THE MINING CHARTER AND TRAINING AND DEVELOPMENT

In the Charter, the industry commits itself to adopting a proactive strategy of change, to foster and encourage skills development.

The original Charter did not contain quantitative targets for training and development. But following a period of consultation between the original drafting parties, a revised Charter came into force in 2010, with specific targets to be achieved by 31 December 2014. One of the nine pillars included in the revised framework was human resources development.

## TRAINING AND DEVELOPMENT SNAPSHOTS

### ANGLOGOLD ASHANTI

#### Human capital development at 31 December 2017

Interventions	Expenditure (R)	No employees	HDSA (%)	Women (%)	No community members	Total training hours
Internships	40,371,472	54	92	45	199	337,876
Bursaries*	8,043,410	288	94	33	74	243,963
AET (employees)	6,995,261	468	67	7	NA	273,484
AET (community)	823,792	NA	70	33	47	53,650
Learnerships	71,646,722	261	89	25	262	565,418
Portable skills (employees)	2,218,361	107	86	39	NA	4,934
Portable skills (community)**	5,660,375	NA	98	29	426	66,327

\* Includes study assistance and community bursars

\*\* Includes mining skills

The Charter requires that mining companies invest a percentage of annual HDSA payroll (excluding the mandatory skills development levy) in essential skills development activities which reflect the country's demographics.

## GOING BEYOND THE CHARTER

The target of 5% of payroll was set by the Mining Charter but the industry strives not just to meet that target but to surpass it, as seen by the figures in the table below.

## PROGRESS AGAINST CHARTER TARGET AS AT 31 DECEMBER 2017

**Pillar:** The development of employee skills is an integral part of workplace social transformation and sustainable growth. Companies are required to contribute to the development of requisite skills, including support for South African-based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency, beneficiation and environmental conservation.

Target	AngloGold Ashanti	Gold Fields	Harmony	Sibanye-Stillwater
5% of total payroll	5.14%	5.60%	5.95%	4.22%

AngloGold Ashanti supports the development of skills across its operations and in the communities in which the company operates. The company provides accredited technical training in mining, mining services, engineering, metallurgy as well as training related to occupational environment, safety and health. The company also supports work exposure and vacation and graduate training. A wide range of non-technical courses are also provided.

Community Human Resources Development programmes including bursaries, learnerships, internships and portable skills continued during 2017. This contributes to the upliftment and development of skills in the local and major labour sending communities.

In support of leadership development, the AngloGold Ashanti Chairman's Young Leaders Programme is a global AngloGold Ashanti initiative to develop future leaders with a global perspective.



**AngloGold Ashanti supports the development of skills across its operations and in communities.**

## GOLD FIELDS

### Human capital development at 31 December 2017

Interventions (Employees and communities)	Expenditure (R)	No employees	HDSA (%)	Women (%)	No community members	Total training hours
Internships	25,147,797	1	100	50	46	105,514
Bursaries	6,285,171	12	99	40	56	120,828
AET	6,479,679	57	90	70	298	447,273
Learnerships	27,726,583	110	97	32	91	224,118
Portable skills	5,678,595	28	97	37	37	9,160

The provision of world-class training and skills development is central to driving a high-performance culture at Gold Fields. At South Deep, there has been a particular focus on the development of mechanised mining skills, of which there is a shortage in South Africa. As part of this programme, South Deep employees regularly visit the Group's modern Australian mines, teaming up with their counterparts at these operations.

Gold Fields supports the development of small and medium-sized local businesses by helping community members attend courses in business law, ethics and entrepreneurship at Monash University. In addition, eight-week accredited vocational training courses are made available to employees, contractors and community members. Graduates who subsequently set up a business are then able to make use of the South Deep Business Development Centre, and, if products and services meet the company's cost, quality and other standards, get accepted onto the mine's vendor list.

Educational initiatives in the community include financial support from the South Deep Education Trust – which has a mandate to improve education at both community and national level. In addition, Gold Fields works with secondary and tertiary education providers by offering a range of university bursaries and directly funding the Mining School of the University of the Witwatersrand.



In 2017, Gold Fields spent

# R77 million

on training and skills development in South Africa.

*At South Deep there has been a particular focus on the development of mechanised mining skills, of which there is a shortage in South Africa.*

**HARMONY****Human capital development at 31 December 2017**

Interventions	Expenditure (R)	No employees	HDSA (%)	Women (%)	No community members	Total training hours
Internships/experiential trainees	3,148,205	0	97%	44%	39	64,312
Bursaries	9,829,693	104	92	41	8	238,784
AET (employees and community)*	38,686,819	496	100%	17%	5	292,776
Learnerships	46,925,219	159	97	19	NA	447,040
Portable skills (employees)	5,532,000	1,383	100	14.3	NA	NA

\* Community bursars only

Employee development is pivotal to Harmony's strategic and operational delivery. All training and development programmes are carried out in line with the company's strategic and operational needs through a wide range of programmes. These include skills development, AET, the bridging school, learnerships, bursaries, graduate development, experiential training, and supervisory and leadership development.

In addition to upskilling their own employees, Harmony recognises that community members can benefit from the company's programmes. Harmony expends considerable effort on programmes such as bursaries and the bridging school – that allow young learners from local communities to improve their Grade 12 results in mathematics and physical science and continue their studies at tertiary institutions. This has the potential to benefit Harmony in the long run, as it encourages promising students to take on careers in core disciplines. To facilitate transformation in Harmony, 67% of employees trained in FY14 were HDSAs, of which 12% were women.

**\*AET**

AET numbers are based on the learners who are in attendance per intake. There are three intakes in a year. Given that some learners progress from one level to another could be counted more than once. The same applies to learners who repeat a level.

**All training and development programmes are performed in line with the company's strategic and operational needs through a wide range of programmes.**



**SIBANYE-STILLWATER**

**Human capital development at 31 December 2017**

Interventions	Expenditure (R)	No employees	HDSA (%)	Women (%)	No community members	Total training hours*
Internships	37,711,535	137	85	40	25	326,592
Bursaries	11,013,205	70	76	31	51	243,936
AET (employees)	27,938,450	719	99	18	NA	258,840
AET (community)	8,839,096	NA	100	60	238	107,100
Learnerships	93,998,701	423	95	22	150	1,155,168
Portable skills (employees)	1,841,976	24	100	13	NA	1,152
Portable skills (community)	5,322,563	NA	100	33	123	11,808

\* Number of learners x average training days per learner



In 2017, the Group invested **R532 million** on human capital development. Employees underwent a total of 8.33 million training hours.

The Sibanye-Stillwater Academy in Westonaria, Gauteng, provides human capital development training that increases the skills and knowledge of employees, through training or experience, for the benefit of the Group as well as the marketplace. The academy is fully accredited by the MQA. Satellite campuses, managed by the academy, are located at each operation.


Sibanye-Stillwater aims to ensure that a training talent pipeline is maintained by providing AET for community members, portable skills training, learnerships, internships, study assistance in the form of bursaries, grants and interest-free loans, and core skills and leadership development. Portable skills training is available in the mechanical, electrical and construction trades.

*Sibanye-Stillwater Academy provides human capital development training that increases the skills and knowledge of employees.*



## KEY DEFINITIONS AND ACRONYMS

<b>AET</b>	Adult education and training
<b>HDSA</b>	Historically disadvantaged South Africans
<b>MQA</b>	Mining Qualifications Authority. The MQA is a Sector Education and Training Authority (SETA) responsible for the administration of skills development programmes for the mining and minerals sector in South Africa
<b>SETA</b>	Sector Education and Training Authority
<b>SLP</b>	Social and Labour Plan
<b>DMR</b>	Department of Mineral Resources



*This is Gold is an industry initiative started by South African gold producers to provide insight into the gold industry, its processes and its contribution. We aim to provide honest, balanced information that can be used to understand the history of gold mining in South Africa, the work being done by the industry now and the plans in place for the industry's future.*

## CONTACT DETAILS

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